

BUSINESS STRATEGY PLANNING FOR TERRA ATMA- THE WELL-BEING CENTER

Bismantara and Alibasjah Inggriantara
School of Business and Management
Institute Teknologi Bandung, Indonesia
bismantara@sbm-itb.ac.id

Abstract— The idea of Terra Atma was born to serve the urban need in Jakarta for relaxation, spirituality, counseling and coaching. We perceived that the need for this will increase in Jakarta. These people have a high need to be heard and to have a clear reflection on their problems. The main point that it tries to convey is to position the company as a center that care in the outer and inner dimension of each customer and to see them as a whole human being. This research use qualitative data through library research. The author also use interviews methods to gain insight from professional counselors and a principal from a HRD Consultant. The two interviews will give a benchmark data for the research. By scanning the external and internal dimension of the industry for Terra Atma, we can see that its main problem is a weak brand image due to the fact that it is still a start-up company. By using a TOWS Matrix formulation analysis, the author seeks to find a proper solution toward the problem. The solution can be achieved by providing service for multiple segments and using technology to create a networking and promotional tools for the company. The author is also using a Model Business Canvas to elaborate some solutions for Terra Atma. In implementing the business strategies, Terra Atma has formulated several action plans to meet the challenges. This include setting up a website for R&D strategies, use promotional mix both online and offline to gather public awareness for marketing strategies, begin its talent management program for the human resource strategy and collaboration with other company for financial strategy. The plan is expected to be implemented in 2 years.

Key Words: Well-being center, Terra Atma, Business Strategy Planning

1. Introduction

Stress is a general challenged to the people who live in the city. Competition, individuality and the diminishing of social bonds are factors that put tension in the society on the city. Fighting among students (*tawuran*), suicide level and the number of individual that has to be treated in the mental hospital could be looked as a clear reflection on the statement. Jakarta, as the capital city from Indonesia is not immune from that tendency. In this city, traffic congestion, problem in the working environment, security and the competition to have a decent job has caused a high level of stress in the society¹. A different data stated that in 2011, around 19 million people in Jakarta is facing low to high level of stress². One of the businesses that can offer a solution to this phenomenon is a consultation service in the well-being area. As a business that offers a service product, the ambience or the environment and the experience are things that should be considered critically important. Beside the environment, knowledge on consultation and coaching are things that determine the quality of the well-being business.

A. Company History

Ideas to create a well-being center that was later named Terra Atma originally came from the experience of studying in the Institut Tehnologi Bandung MBA (Master of Business Administration) Program. In one of the session called Entrepreneur Modeling, students were given a task to make a company model based on their interest and passion. This is the basic from the creation on Terra

¹ <http://kukusatu.blogspot.com/2012/03/tingkat-stres-jakarta.html>

² <http://metrotvnews.com/read/newsvideo/2012/03/20/147542/Macet-Makin-Parah-Warga-Jakarta-yang>

Atma. The name Terra Atma originally came from a combination from Latin and Sanskrit. Terra means land and Atma means soul (essence). The combination in the name reflects the concept of combining the east and the west, the material (land) and the essence (soul). The main point that it try to convey is to position it selves as a center that care in the outer and inner dimension of a human being.

B. Business Scope

Terra Atma is a company that focusing it selves in the well-being of individual, group or society. There are several services that we can provide for our customers:

- Guided and unguided meditation.
- Work-life balance program
- Self-help program
- Couple and family counseling.
- Career Development program.
- Mentoring.
- Entrepreneur coaching.
- Financial management program.

Located in Jakarta, Terra Atma has passion to satisfy their urban need for relaxation, spirituality, counseling and coaching. We perceived that the need for this will increase in Jakarta. Daily tension has a high contribution for this. This daily tension has decreased the opportunity for self-development that ignites a soul seeking in several individual or group. These people have a high need to be heard and to have a clear reflection on their problems. The focus for our service is to give motivation, counseling and coaching that based on a healthy self-development and spirituality. Terra Atma try to develop a conception that the problem that each person faces could be solved by him/her selves. Each facilitator, coach or specialist in Terra Atma will try not to give an external motivation but on the opposite, to develop a better understanding on themselves so that the consumer can motivate and to solve their selves.

Terra Atma will also provide couple and group session so the customer can has additional help/support from other individual. For most of the people, the attachment from an individual to its group will help them to develop and change him/her selves. A space for sharing, telling stories and do an activities together will help individual expression. This is some part of the solution and service that we will offer for our customers.

C. Business Issue

The business issue that Terra Atma had is the strategy planning that will be implemented in time. In the competitive situation like today, company must have a strategy that will differentiate them and their competitor.

There is some approach that should be made:

- Environment Scanning: this should be done both internal and external. The scanning will provide input for further analysis.
- Strategy Formulation: in this stage, we will formulate a TOWS Analysis based on the input from the external and internal scanning.
- Implementation Plan: in this stage, Terra Atma would describe the implementation plan that it should make based on the strategy formula that it make.

D. Limitation

In this thesis writing the product focused is on the well-being area and for the locations to the consumers who are based in Jakarta.

2. Business Issue Exploration

E. Conceptual Framework

A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. The following diagram provide the conceptual framework for Terra Atma:

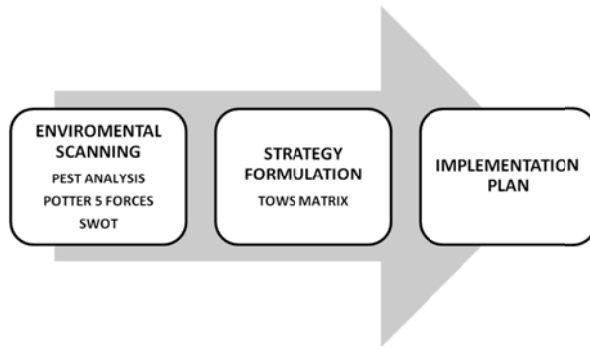


Figure 2.1 Conceptual Framework for Terra Atma

F. Business Situation Analysis (Environmental Scanning)

Environmental scanning with PEST analysis can be defined as the study and interpretation of the political, economic, social and technological events and trends which influence a business, an industry or even a total market.

Elements that should be analyze in this section are:

- Political-legal forces.
- Economical forces.
- Socio-cultural forces.
- Technological forces.

Political-Legal- After 1998, Indonesia had entered a phase called democratic transition. This phase is indicated by:

- Media freedom – this can be view by the number of media that exist in Indonesia after 1998. According to Leo Batubara³, Vice Chief of Press Council, in 2009 there are 1008 print media, 150 television media and 2000 radio in Indonesia.
- The Multiparty System – this system which regulated on Government Law no.2 (2011) will ensure different aspiration from parties that had several ideologies such as religion, nationalist and even socialist.

According to Countrywatch Review⁴, Indonesia had a 6 scale in its Risk Index. This mean that it had a stabel political landscape (scale 0 – 10, with 0 for maximum risk and 10 with no risk). Eurasia Review stated that in macro scale⁵, Indonesia had a political situation that dominated with heavy corruption cases. This statement is strengthened by World Audit.org report⁶ that pose Indonesia as a country with a high level of corruption as it landed in number 95 from all 150 countries.

In the legal system, Indonesia is developing more regulation to increase efficiency in the business area. In the area of starting a business, improvements had been significantly reduced the time to

³ <http://media.kompasiana.com/mainstream-media/2011/03/16/merunut-perkembangan-pemberitaan-media-massa-347156.html>

⁴ Countrywatch Review, *Indonesia*, Denise Youngblood Coleman Ph.D.(Editor in Chief) CountryWatch, Inc.

⁵ Indonesia's Political Outlook 2012 – Analysis, RSIS di <http://www.eurasiareview.com/13012012-indonesia%E2%80%99s-political-outlook-2012-analysis/>

⁶ <http://www.worldaudit.org/corruption.htm>

starting up the business. This occurs in 70% of all the cities that The World Bank studied⁷. The improvements had reduced the start up time by from 151 days in 2006 to 45 days in 2011. The number of procedures had been reduced from 12 to 8. In the construction permits, the regulations had reduced time by 15% from 186 days (2005) to 158 days (2011). Total taxes that had to be dealt in the starting business phase had reduced profit from 37,3% (2006) to 34,5% (2011). The online tax payment had also shortened the time for its process from 560 hours (2006) to 266 hours (2011). Overall, based on cost, regulation and time that are needed to start up a business, Jakarta is on the 8 position from 20 cities that the World Bank surveyed. The most difficult to do in Jakarta is to gain constructions permit (number 19 from 20 cities) but it had the advantage on property registration (number 1 from 20). Based on the data, starting up a business in Jakarta is still a rational choice to take.

Economical-In general, Indonesia has a very conducive situation for economic development. According to World Bank⁸, Indonesia has been described as the ambitious and fast rising countries with 6,4% economic growth rate, projected in 2012. Indonesia was the third fastest growing economy among the G-20 in 2009. According to the same report, Indonesia, represented by Jakarta is among the top 50 economies improving the most to close their gap with the top performers globally, and one of the top five countries in South East Asia and Pacific region. The figure in Table 2.3 also confirms that the GDP Forecast for Indonesia is among the highest compare to other countries in South East Asia.

Socio-cultural- In this section, we will look at the middle class of Indonesia. Middle class in Indonesia is the target market of Terra Atma. They had a great tendency to have a great care of their well-being. Categorizing middle class in developing countries like Indonesia is more problematic than doing it in the developed countries. The based on the categorizing are vary. There are those who categorize the middle class as the group in society that had an income ranging from \$2 to \$10 a day. The middle class here is often perceive as those who is above the absolute poverty line (Banerjee and Duflo 2007: 3)⁹.

Ravallion (2009:5)¹⁰ uses a hybrid approach, defining a “developing world middle class” as having one range of incomes (between the median poverty line in the developing countries and that of the USA) and a “Western world middle class” (above the US poverty line). Asian Development Bank use the difference population burden between rural and urban to observe the middle class in Indonesia¹¹. One of the conclusions on the research is that the number of middle class population in Indonesia had been increasing from 1990 to 2008. This also signs the reduction of poverty population in our country.

In the future, the number of middle class in Indonesia will be increasing. This could be viewed from the economical growth that has been mainly supported by local consumption. According to BPS¹², the Indonesian economical growth in the third semester (2012) had increased by 6.11 percent by the same semester in 2011. The main causes from this development were government spending and household consumption (5.68 percent). This is a clear sign that the growing of the middle class in Indonesia will still have its momentum in several years to come.

⁷ The International Bank for Reconstruction and Development / The World Bank, *Doing Business in Indonesia 2012*, p.2

⁸ The International Bank for Reconstruction and Development / The World Bank, *Doing Business in Indonesia 2012*, hlm. 1

⁹ Journal of Economic Perspectives—Volume 22, Number 2—Spring 2008—Pages 3–28

¹⁰ Ravallion, Martin, “*The Developing World’s Bulging (but Vulnerable) “Middle Class”*”, Policy research working paper 4816, The World Bank Development Research Group, Director's Office - January 2009

¹¹ Chun, Natalie, “*Middle Class Size in the Past, Present, and Future: A Description of Trends in Asia*”, ADB Economics Working Paper Series no. 217, September 2010, h. 6.

¹² Badan Pusat Statistik, Berita Resmi Statistik, No. 73/11/Th. XV, 5 November 2012

Technology—The use of technology in a company can have a significant impact on its development. With technology, a company can increase its level of efficiency, creating new innovative products or establishing a more interactive way to communicate with its customer. One of the main technologies that had such an effect is internet.

According to internetworldstats.com¹³, Indonesia with its 248.645.008 population (2012) and its area of 1.904.443 sq km had 55 million internet users as of December 31, 2011. This means a 22.1% penetration toward the whole population.

- **Porter's 5 Forces** is a framework for industry analysis and business strategy development formed by Michael E. Porter of Harvard Business School in 1979. Porter's 5 Forces draws upon industrial organization economics to derive five forces that determine the competitive intensity and therefore attractiveness of a market.

On Porter's 5 Forces scheme above can be seen:

- **Threat of New Entrants**

There is no specific entry barrier toward the industry. The government agreement in **AFTA** (ASEAN Free Trade Area) will also ensure that in several years to come, expert (including mentor, coach and even well-being specialist) can travel and work in ASEAN country without restriction¹⁴. In one side, this could be a positive thing toward the emergence of well-being industry in Indonesia, especially for the consumers. But on the other side, this could be a threat for Terra Atma as a company that produces a service in the well-being area.

Rivalry Among Existing Firms

There are a number of competitors in the industry right now. But all of them are positioning their business in the psychology consultant area for personal client, groups and companies. There are several names in the business such as: PT Sarlito Binawan, Actual Consulting and others. But none of the companies mix well-being and psychology, mentoring and coaching.

Threat of Substitute Products or Services

A substitute product is a product that appears to have a capability to replace the need and use of another product. In this case, the services that can substitute Terra Atma's service are psychology service conducted in hospital, schools and company. The professional who provide these services are people who had skill in HRD area, who can analyze people's need and provide some positivity toward them.

Bargaining Power of Buyers

Bargaining power of buyers is their ability to influence prices, bargain for higher quality or more services and play competitors against each other. Viewing the condition of the industry, we could conclude that the bargaining power of buyers is medium. If they had some psychological problems, they could address it to friends or family that they trusted. Social media, blog or even diaries could also provide similar solution toward personality problem. But of course, the solution from an expert coach and mentor is definitely on a different level.

Bargaining Power of Suppliers

Suppliers have power to raise prices or reduce the quality of purchased goods and services. Institutions that provide similar service is consultant firm, independent counselors in schools and independent coach and mentor. The number of people and company that give such service is quite high. Based on that observation, we can conclude that the level of bargaining power of suppliers is medium.

Relative Power of Other Stakeholders

Other stakeholders that should be considered is the yoga community. There are a growing number of yoga communities that are concern with people well-being. They had the same interest

¹³ <http://www.internetworldstats.com/asia.htm>

¹⁴ <http://rayvictory.wordpress.com/2012/05/25/dampak-kebijakan-terhadap-perdagangan-internasional/>

with Terra Atma. This conclusion could mean that they could be a potential partner in this business as well.

G. SWOT Analysis

Strength, Weakness, Opportunity and Threat (SWOT) Analysis is a powerful and functional tool to analyze and formulate a strategy formulation or strategic planning. With it, the company could identify external opportunities and match it with internal strength while working around with external threats and internal weakness. By using a SWOT Analysis, a company could fit the opportunity that is present with its capacity.

Business overview for Terra Atma could be seen on figure 2.6 :

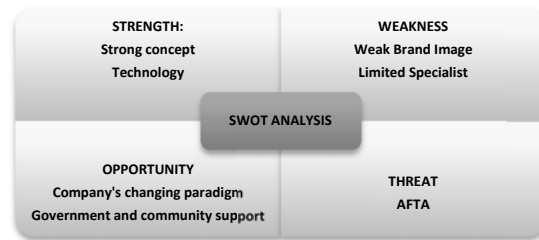


Figure 2.6. Terra Atma's SWOT Analysis

Below are descriptions from Terra Atma SWOT Analysis:

- **Strength :**

Strong Concept: Terra Atma has a strong concept for its products. Its serve both internal and external need from each customer. It provides service toward physical and psychological aspect from its customers.

Technology: Terra Atma will use technology in its marketing and service. This including using a website, teleconferences, etc.

- **Weakness :**

Weak Brand Image: As a start-up company, Terra Atma has to compete with companies that had a long experience in the spa and consultation business. It will need time and effort to build a brand image that will gain trust from its customers.

Limited Specialist: Terra Atma had only a limited specialist in their team. Therefore, they should identify and choose their market's size carefully.

Opportunity:

Company's Changing Paradigm: Many companies are now very concern for their employee's well-being. This would open a great market opportunity for Terra Atma.

Government and Community Support: Government and community in Jakarta are giving a great support toward well-being. There are some festival in Jakarta which focus on the well-being. Namaste Festival is one of them.

Threat :

AFTA: Based on the AFTA agreement, specialist especially from ASEAN countries can enter and work in other ASEAN countries, including Indonesia. This will raise tough competition between companies in the ASEAN area.

H. Root Problem

- Consideration for promotion tool to introduce and build the Terra Atma brand image.
- How to formulate a sound strategic plan to face a tough competition in the business sector.

3. Business Solution

Business solution provides an overview of the strengths, weaknesses, opportunities to the upcoming threats from both internal and external environments. As the company that will grow and be able to adjust in any business situation, Terra Atma needs to do the analysis of the business strategy that will use to determine alternative the implementation plan.

I. TOWS Matrix Formulation

By using the TOWS Matrix, we would examine several business strategies that can give solution to Terra Atma.

Table 3.1.TOWS MATRIX

	STRENGTHS (S)	WEAKNESSES (W)
	S1 Strong concept that will appeal to the market S2 Aesthetic quality in the environment S3 The use of Technology	W1 Weak Brand Image. W2 Limited Specialist
OPPORTUNITIES	SO STRATEGY	WO STRATEGY
O1 Company's Changing Paradigm O2 Government and Community Support	Provide and develop multiple services for multiple segment (S1, O1, O2) Use event and technology to create more interaction with community and customers (S3, O2)	Create promotional mix strategy to build a strong brand (W1, O1, O2). Educate people to become specialist and hire them (W2, O2).
THREATS	ST STRATEGY	WT STRATEGY
T1 AFTA	Use technology to face the challenge from AFTA (S3, T1)	Collaborate partnership with other company from other ASEAN countries (W2, T1)

Provide and develop multiple services for multiple segments

As a start-up company, Terra Atma should serve several segment and not focusing heavily only in one segment. In doing so, its market will be wide. Exploration in various segments will eventually lead to finding one or two segment which will be the focus for Terra Atma service. Serving several segments will also give Terra Atma inputs on the consumers needs. Based on product/service that Terra Atma offers to the customers, we choose 4 main type as our main target customers: *the Aspirator*, *the Performer*, *the Expert* and *the Climber*. This decision is made based on several considerations:

- *The Aspirator*, this type is chosen because they are the group that has the highest awareness on the importance of work-life balance.
- *The Performer*, this type is chosen because their competitive character. The result of such character is the unbalance life due to focusing too much on the development on the business and opportunity seizing.
- *The Expert*, this type is chosen due to their family orientation value. The need to explore their own potential for their career and family. This is the right motivation for Terra Atma's service.
- *The Climber* is chosen for the similarity with *the Performer*. They are the type who had a strong passion for vertical mobility. This seldom causes an internal conflict within them.

These categories are chosen based on the capacity and potential. These are two points that a company should consider for its further development. If the decision is only made due to its capacity then it will limit the company's future development. Another reason for targeting these types is because of their purchasing power. We could say that these customer segments are very limited (niche market). This is because the market segment for well-being is different from - for example- culinary market. Its segment is narrow (niche) but it has a strong potential for deeper exploration.

According to the interviews with Mrs. Itje (the CEO of Mitra Triatma), focusing on segmented market is very critical. Based on her experience, a company especially in the consultation area would grow if it determine its main target market.

USE EVENT AND TECHNOLOGY TO CREATE MORE INTERACTION WITH COMMUNITY AND CUSTOMERS

Terra Atma was born out of observation for the well-being trend. This trend is not showing a slowdown in these past years. On the contrary, it gains more momentum on each year. The community in Jakarta has an increase interest and awareness on the well-being industry. Let's take a look on the Namaste Festival in Jakarta. This festival has combine yoga and meditation session in its programs. The number of people that come to this event has been increasing annually. At 2011, the number of attendance is 750 people each day. And in 2012, the organizer is targeting 1000 visitors per day. This gives a brief illustration on the interest of Jakarta's people for such an event.

Create promotional mix strategy to build a strong brand

Before we can determine the promotional mix strategy that will support building Terra Atma's brand, there are few considerations:

- Due to its service product characteristic, Terra Atma is positioning itself as a company that serves a *narrow segment*. This is best reflected on the 4 chosen types that this company serve (it doesn't serve all 8 types that exist).
- Due to its product's cost, Terra Atma will position itself with the *differentiate focus* strategy. This is because Terra Atma serve a middle class segment. And each service to the client has a different cost. Services to each type could have a medium to high cost range, depending on the problem. This is the reason that Terra Atma could not choose the cost focus strategy.

EDUCATE PEOPLE TO BECOME SPECIALIST AND HIRE THEM

Well-being area is close connected with hospitality, knowledge and communication. The mix of these areas will result in the trust level between the specialist and customers. Trust level, the openness between the specialist and the customer will result in a positive experience that both sides wanted. The positive experience is required in the input, process and the output on such relationship. Indonesia has a limited specialist in well-being area. But we also had a cultural character of having a natural tendency for hospitality. So, active listening, focusing on someone else problem, friendly advice comes naturally for most of us. But due to the modernization, complexity of the problem in the community is increasing. This requires several techniques to cope and solve it.

Terra Atma would educate several of its employees to meet the standard that is required to be a specialist. In the other hand, the specialist that has become a staff member in Terra Atma will increase its knowledge and experience through several trainings and workshops. In short, Terra Atma would come up with a model of talent management in the HR Department that enable its employee to excel and become highly-recommended experts in its field.

USE TECHNOLOGY TO FACE THE CHALLENGE FROM AFTA

AFTA regulations enable people in ASEAN region to work in different countries with minimum boundaries. This can cause a serious challenge to service companies in the ASEAN countries. But companies in the region should not only perceive this as a threat but also a great opportunity to market itself and its products to other ASEAN countries member. Using technology can very much help to provide solution. Having a website, for instance, can help a company to promote itself not only in the ASEAN region but also the world. By providing information of the service that we provide, we would try to have customers from other ASEAN countries.

COLLABORATE PARTNERSHIP WITH OTHER COMPANY FROM OTHER ASEAN COUNTRIES

Collaborate partnership is an important things to do to promote, networking and increasing the credibility of the company. With collaboration, the expertise and also the variety of products could increase. This is done because with each interaction, new ideas could emerge and give different solution to different challenges.

E. Terra atma's business model canvas

Customer Segment

The customer segment for Terra Atma is mainly the middle class and the companies. Based on the information that we have described before the density of people in Jakarta is high. Most of the people in Jakarta is around 15 – 64 years which make them in the productive age category. The number of people in this category is 72,73 percent from the whole population¹⁵. The productive age category is mainly people who work in the office. They are our potential customer due to the fact that they are very vulnerable to stress and environment tension.

Value Proposition

Terra Atma is a start-up company. If it doesn't have any add-value than the company will not have enough capacity to grow. Based on the description before, there are several value preposition that Terra Atma offers to its segment customers :

- Profesional and high quality service
- Tailor made programs
- Personal attention to each customer
- Environment, facilities and ambiance that charmed the entire family

Channels

Channels are customer touch points that play an important role in the customer experience. Channels serve several functions, including: raising awareness among customers about a company's products and services, helping customers evaluate a company's Value Proposition, allowing customers to purchase specific products and services, delivering a Value Proposition to customers and providing post-purchase customer support¹⁶.

Terra Atma will use several channels to introduce its service:

- On the first development of the company, Terra Atma will use its own channel. This can be done through in-house sales force or marketing staff, internet ads and websites.
- On the next step development of the company, when Terra Atma could find partnership and create a colloboration with other companies in ASEAN, a mix between own channels and partner channels will be available. Partner channels here include partner-owned web and also in partner store.

Customer Relationship

The Customer Relationship that we want to build between us and the customers will be in the personal assistance area. This is due to its service that is highly unique with each customer. This relationship will be build by several action :

Personnel assistance

This is important since our customer is mostly from a very segmented middle class. This type of relation is critical to forge a lasting relationship between the company and the customer.

- **Membership for family and company**

We want our customer will not only be individual customers but also their family and the company that hire them.

- **Communities**

¹⁵ <http://jakarta.bps.go.id/index.php?bWVudT0yMjAwJnBhZ2U9cHVibGlrYXNpJmlkPTIw>

¹⁶ Alexander Osterwalder & Yves Pigneur, "Business Model Generations", John Wiley & Sons, Inc, 2010, p.27.

The communities that we want to target is the yoga's community and the community that focus on health.

Revenue Streams

The revenue stream for this company flow, mostly from:

- Individual Service
- Family and company service
- Events
- Merchandise

Key Resources

Terra Atma passion is to be the brand that will be well-known in the well-being area. This will happen if the customers had a significant experience based on the service that we gave. We hope that this experience will be the main source of positive word of mouth for our company. So the key resource for our company is our staff who is very well-trained on their own field.

Key Activities

Terra Atma is a company that offers problem solving to the customers. Our key activities is engage the customers in a series of meditation, consultation and coaching.

Key Partnership

The partnership that we want to have is to have an alliances that can help us to optimize our networking, our service and products, reduce risk and expand our resources. What we will do is to build an alliances between non-competitors. Some of the companies that we want to build partnership with are: ICF (International Coaching Federation), Henry Ford Wellbeing Hospitals and www.managingwellbeing.com.

Cost Structure

Several cost structure that we will have to deal with are :

- *Investment cost* – this include renting or buying office building and several equipments.
- *Operational cost* – this include accumulation depreciation of building, depreciation of equipment, salary, manager, worker, electricity and water.
- *Variable cost* – this include maintenance cost for the office.

4. Implementation Plan

Conclusion

In the general terms, the business strategy that Terra Atma should focus on is **the differentiation focus**. The implementation of these strategies is depending on the functional strategy in different department. The implementation of the solution can be categorized to several department functions:

Table 4.1. Function and Strategy

FUNCTION	STRATEGY
R & D	Use technology to face the challenge from AFTA (S3, T1)
MARKETING	Create promotional mix strategy to build a strong brand (W1, O1, O2) Use event and technology to create more interaction with community and customers (S3, O2)
HRD	Educate people to become specialist and hire them (W2, O2)
FINANCE	Collaborate partnership with other company from other ASEAN countries (W2, T1)
PRODUCTION	Provide and develop multiple services for multiple segment (S1, O1, O2)

Stages that Terra Atma should take to implement those strategies are:

1. Field Survey

This survey should be done to identify strategic location in Jakarta for Terra Atma's office. The location should be within the main target of Terra Atma's customers (middle class). Other consideration is the location should align with Terra Atma's strategy which is that the company should be located in a site that represent high aesthetic taste and technology friendly approach.

2. Setting Up the Company

In this stage, the idea of Terra Atma should be transformed to a real company. The need to manage the business operational permit and other permit that the regulations required had to be done.

3. Setting the Staff and Specialist

In this stage, Terra Atma will begin hiring people to become its staff and specialist. Putting ads in the newspaper and internet, selecting, hiring and putting them up in the training to deliver an excellence service to the customers are few things that has to be done here.

4. Product and service development

In this stage, company will create and test its product toward its potential customers and market. The input that the customer has toward Terra Atma product will play a significant role in developing its product and service.

5. Product and service promotion

In this stage, Terra Atma will begin a promotional programs through several channels. Using media, both offline and online, using social media, creating events to established a community are things that need to be done in this stage.

6. Collaboration with Other Parties

In this stage, Terra Atma will collaborate and build a partnership with other parties. This collaboration can be done in the form of joint-program,

Implementation Plan and Schedule

The time frame to implement the whole strategies is 24 months. Implementation plan will be started from August 2013 to August 2015. The schedule for each stage will be described on table 4.2.

Table 4.2. Implementation Plan

No	Action Program	Start	End	PIC
1	Field Survey	August 2013	September 2013	Owner
2	Set Up the Company	September 2013	October 2013	Owner
3	Setting the Staff and Specialist	October 2013	November 2013	Owner
4	Product and Service Development	November 2013	August 2015	Owner and Staff
5	Product and service promotion	January 2014	August 2015	Owner and Staff
6	Collaboration with other parties	July 2015	August 2015	Owner and Staff

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